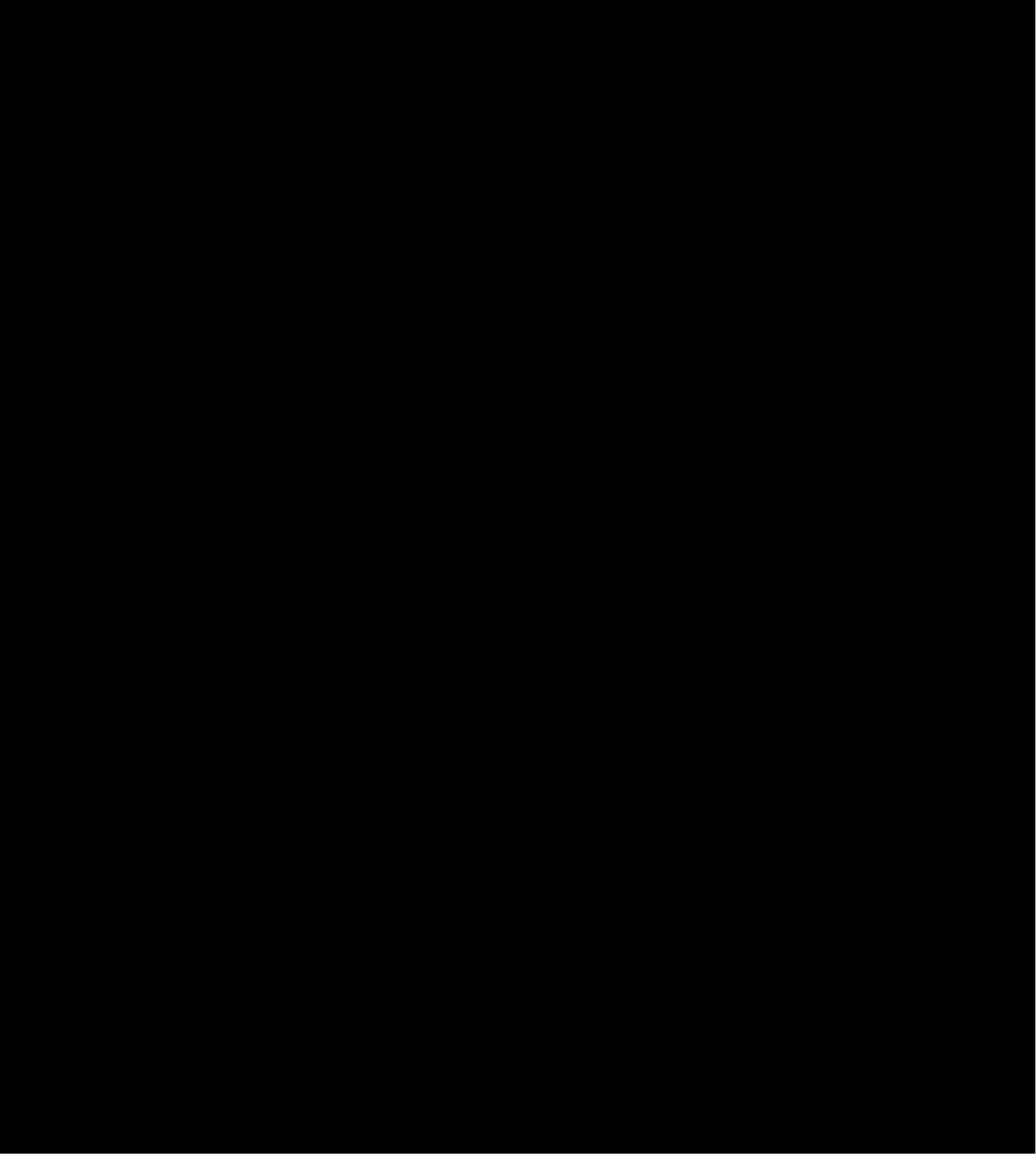




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The Chameleon

JANUARY 1902
NUMBER 1 of VOLUME 5



The Chameleon.

Published on the Fifteenth day of each month by
THE SHAW-WILLIAMS PRESS, 31 Michigan St.,
Cleveland, for the interest and benefit of
THE SHAW-WILLIAMS Co.'s loyal staff.

Vol. V.

JANUARY, 1902.

No. 1

READY FOR BIG GAINS.



THE outlook is certainly very bright for us as we enter upon the second year of the new century, so full of possibilities to those determined to make the most of them.

Our early start for this season's business has resulted in our securing a larger number of new agents and more orders booked, than we have ever had before at this time of year. So, we have made a good beginning—got a good start, and that's an advantage, which we mean to follow up.

In the manufacturing department, by our largely increased facilities, we have obtained an output far in advance of anything ever before accomplished. Our warehouses are filled to overflowing and we have been forced to secure outside storage to take care of the increasing stock. But so great is our faith in the business which we confidently look for this spring, we are keeping right on manufacturing to the limit of our capacity, believing we will need it all at that time.

I want, however, to impress upon the Sales Department their responsibility for disposing of this stock, and I will repeat what I said at the convention, that they will have to hustle to keep pace this year with the Manufacturing Department.

The Manufacturing Department is providing the goods, it's up to the Sales Department to keep it busy.

The linseed oil market at present is very firm and advancing. Many well informed people look for a return of the high prices of last year. There are certainly no grounds on which to base expectations for low figures. It seems to us, therefore, our agents will make no mistake in providing *liberally* for their spring requirements without delay.

On behalf of the management I extend to all, our very best wishes for a large measure of happiness throughout the new year.

General Manager.

■■■■■

THE CHAMELEON.

Co-operation.

A CONVENTION TALK BY EDWARD A. WOOD.

I BELIEVE there are some ideas in regard to "Co-operation" that might be enforced with a great big "Co". Our Vice President just said in regard to the new man, that he would like to have him one of us—that is, get into the "Co". Now, when any progressive man is connected with a progressive, up-to-date, and successful business organization, it is only his natural ambition to be included in the "Co", and he will put forth every reasonable effort to bring about this end. To such men it must be a grateful experience to find that there is no company which offers greater helps and inducements to an identification of this character than The Sherwin-Williams organization. I remember the story of a little boy who just got a place at a store—he was sweeping off the sidewalk the next morning, when the proprietor came along, and the boy said: "Good morning, Mr. Einstein. I think we have rain today." "It have rain today, since ven were you a member of the firm? I will have rain today."

But it is different in The S-W. Co. and our recurring Annual Conventions are the best possible evidence of this.

Here we are, a lot of active, earnest, brainy workers, brought together at a large expense for days of consultation and interchange of ideas and plans for extending our work to larger fields and with a more generous measure of success.

Now, there is not one of you, inexperienced though he may be, but must have individual experience, original ideas and helpful suggestions, which if presented here and multi-

plied by the aggregate force of such a gathering would prove of material value in advancing the general good.

It is the advantage of such a combination which, to a large extent, warrants the expense of money and labor attendant on our annual conventions. And it is for this reason that we want no silent factors here. Give us the benefit of your best thoughts and be sure they will be welcome. Tell what you know and get into the "Co." This is Co-operation here.

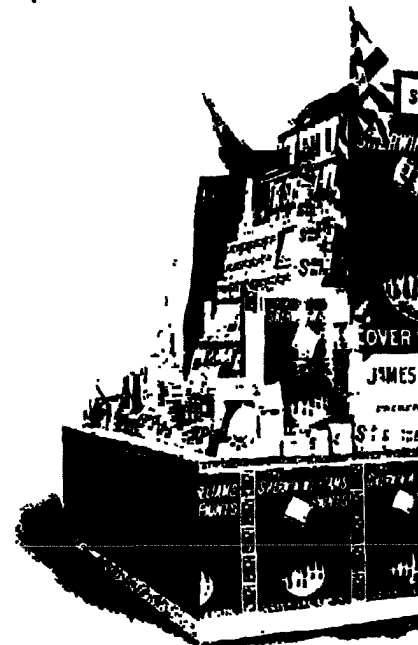
Now, in a broader sense, we scatter from this convention to the four corners of the earth to put in force the information, energy and resolve we have gathered, and success in a measure must come to all. I believe, however, that we are each one of us sometimes inclined to persuade ourselves that our individual territory is particularly hard, our peculiar obstacles especially difficult, and that we should be entitled on this account to some special claims and exceptions. I believe that sometimes we lose a portion of our grip and independence as we feel somewhat isolated from the rest of the crowd, and allow ourselves to become disheartened or discouraged. We are apt to strike customers who want, or make us *think* they want, a little lower price, a few more specials in the way of goods or packages, or something in the way of advertising a little different from our liberal planning, and I know that it is not always easy for us to appreciate the delay or expense involved in exceptions of this character. We may also forget the cumulative force of a strictly uniform, consistent policy, the advantage of working together and co-operating on plans

THE CHAMELEON.

which have been most carefully elaborated and lines definitely laid down. We believe that a consistent harmony of policy pursued by every one of us in cases of this kind would not only add stability to the work of every man connected with our selling force, but make our own efforts more effective and substantial in their results. It, therefore, becomes our part to carry into the field the spirit and force and power of our meetings here and work together, in perpetuating on every side, the convention spirit.

Some of our representatives last year wrote how they had associated a few painters and consumers in an

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A fine display designed and used by James Frederickson, N.

ground, and it's because it takes work to get it that its possession can be made so valuable. It is absolutely necessary that you work together with us fully, heartily, and all the time, in the gathering of this material, before the Promoting Department can realize its best work.

Then in following up responses, co-operation becomes a most important factor. Prompt attention may make all the difference between losing or gaining a trade, and while of course it would not be wise to incur too much extra expense in special trips, still I have noted cases where these opportunities did not seem to be followed up as closely as they might have been.

Further than this, I believe it devolves upon us to foster more diligently the spirit of co-operation among our established dealers and agents. Sometimes, I am sure, many of us have felt that we are doing so much in aid of our trade that we encourage them to depend on us for what they should do themselves and we cultivate in them a lack of self-reliance and confidence. Instead of taking our work as a temporary aid to get them started and place them on their feet, they seem to relax their own efforts, look for our help to be continued after the necessity for it should have passed, and then blame us or our goods for decreasing trade which has been lost through their own lack of interest or neglect. We cannot impress upon them too strongly that with all our goods and methods and help at their disposal they must fail of satisfactory results unless they will each and every one of them take hold in full, dead earnest with us and interest every employee in their establishment to do the same, thus passing

the word of hearty co-operation all the way down the line.

Then again many of you will meet from time to time with instances where there is some complaint against our goods or our treatment from the office; it may be from delayed shipments or premature drafts, neglect of correspondence, etc., there are a thousand and one cases in which customers may consider they have a right to be aggrieved which a little firmness and diplomacy will readily settle. In all such instances, sympathize with the customer all you please, but side with the house—get into the "Co." It's ten to one that the trouble arises from some neglect or misunderstanding at the other end, and if you simply take the stand that all *must* be right until we have a chance to explain or adjust, you will aid very much in strengthening our position as well as your own.

The name and fame of The S-W. Co. have been identified for years with all that is best in quality of goods, most progressive, aggressive and helpful in methods and most intelligent and loyal in the character of the representatives who bear their colors on the field. It is this combination which has made our success so grand in achievement and the wonder and admiration of our competitors.

As it is *Education* which must lay the substantial foundation for a work of this kind and *Enthusiasm* which must lend to hand and heart the indomitable energy and courage, so it is a uniform and hearty *Co-operation* which must be anywhere and everywhere present to round out the superstructure in the most harmonious detail and solidly and establish the whole.

To make a little play on the word

—Co-operation is *Co-operation*—simply good cooperating, which fits every piece one to another and then binds each to the other so strongly that not one whit of the contents can be lost. In this way Co-operation not only "Coops the Customer" but "Coopers the Business."

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A Plain Tale Showing the W Happens.

BY "A NEW MAN."



OFFER a year on the road for The Sherwin-Williams Co. my experiences have been more or less varied as well as interesting. In landing your man no two cases can be handled exactly alike, but I have found that the same arguments and same methods are frequently repeated in the same general way. I have often been up against propositions in landing agents that work themselves out something like this:

Mr. Careful Buyer is typical of a number of B. P. A's on my territory. I enter his store and the conversation opens up as follows:

Mr. Careful Buyer—"I don't think I can sell your paints. The painter here is a lead and oil man."

"Now, Mr. Careful Buyer." I reply, "are you making any money on lead and oil?"

"No."

"Is anyone helping you to sell it?"

"No."

"Would you turn your business over to Painter Jim and let him run it a month?"

"Goodness! No."

"Then, why should you let him dictate to you on paints. Don't you read more and know better than he

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promises and sends the name to the office.

In a few days the customer receives a personal letter from The Sherwin-Williams Co. enclosing a booklet. He reads the matter through carefully. It reads like the truth. His wife now takes a hand and also reads.

A few days later another letter comes from The Sherwin-Williams Co., and the customer now decides definitely to paint. He calls on Painter Jim.

"How much will you take to paint my house, Jim?"

"Well," replies Jim, "it cost you \$45.00 last time, but as oil and lead are a little higher now, I guess I will have to have about \$48.00 this time."

"Well, I guess, Jim. I will paint with Sherwin-Williams Outside Gloss White, this new paint that Mr. Careful Buyer has put in stock."

"Lead is sure. I've used it for years and know what it is, but I can't be sure of any patent paint," says Jim.

"Yes, Jim, you old fogey," the customer replies. "you have been

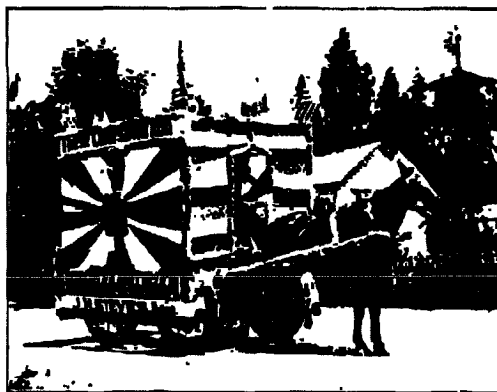
talking the same old thing ever since I knew you. You don't seem to think there can be any improvements in paint. There is in everything else, why not in paints. And it does not stand to reason that you, Jim, with a paddle can stir in color and thoroughly incorporate all the materials as they do at the factory with all kinds of machinery. I noticed they have four 150 horse-power engines in their Cleveland factory alone. No, Jim, with a paddle you are no paint factory. Then, besides, last Sunday I was out in the yard and happened to lean against the house and my whole back was white, as if I had rubbed against whitewash. Your paint rubs off too much to suit me. No, I will try S. W. P. once, anyway. What will you take to do the job by the day?"

So, Jim, seeing that the argument has gone beyond him and that he is up against it, says:

"I will do it for \$1.75 per day."

"All right, you come up Monday."

To be continued



Fourth of July float used by J. H. Stevens, St. Helena, Cal. It is another proof of the value of our agent's magazine, "The S. W. P.", for it follows a suggestion made in the June issue.

C. & M. Business Still

BY A. E. SCHAFER.



We are gratified with the noticeable increase of interest which has been manifested in C. & M. work since the convention and we feel very confident that just to the extent that this interest increases, just so far will our representatives not only become of greater value to this house on account of the intelligent representation which they can make of all of their lines, for working with specialty goods certainly is a great educator in the paint business.

The detailed price list of goods for the C. & M. trade is now complete and should be off the presses by the time THE CHAMELEON reaches its readers, so that with that in hand, together with the pamphlet "Sources from which salesmen can draw for C. & M. business," there should be a quickening all along the line. We shall be surprised and disappointed if we do not get some good results in this particular field.

As for the regular C. & M. men they are meeting with magnificent success all along the line and their total sales show a very handsome per-

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The Modern Salesman in

BY GEO. A. MARTIN.



SOME days ago, while on a visit to Pittsburg, in company with our General Manager, Mr. Walter H. Cottingham, Messrs. Vance and Pruden, in calling on the H. J. Heinz Company, an unexpected but welcome opportunity presented itself for us to see how the Sales Department of others in convention co-operates in finding ways and means to obtain the

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we were ushered into the Auditorium, where we found in convention three hundred and twenty-five traveling representatives, with Sales Managers, divisionally arranged as are our own conventions. We were informed that they meet annually, bringing representatives from all parts of the world. The convention is in session for six days, convening daily at 9 o'clock, and working morning, afternoon and night, adjourning at 9 p.m. From this we observed stick-to-it-iveness. The convention in session is not unlike our own. Their representatives are a bright, hustling looking lot of business getters, whose active and attentive interest in giving and taking information pertaining to their craft was most interesting to us. The matter under discussion at the time of our visit, as relates to the sales end of the business, impressed us with the fact that success in their line was due to good quality, fair prices, hard work and careful application to their business. Remarks from their representatives with reference to the moving of goods on the merchants' shelves "touched home"—it was the opinion of those who spoke and appeared to understand their work, that a salesman's efforts should not cease after

selling his line to the merchant: he should see that proper display is made of his goods, see that the clerks are made acquainted with the merits of his line, thus enabling them to talk intelligently and inspire confidence in the purchaser, and above all aim to get the goods before the consumer, claim that a trial order of goods of merit wins the business.

Remarks by others covered points on quality of their own goods over competitive lines. Some brought out information showing that inquiry and search will produce unexpected users for their different products.

The general impression was strong that salesmanship demands up-to-date men of business and that "there are others," a fact we can not overlook.

We believe in the "Latin" quotation rendered by Mr. A. J. Redmond at our last Annual Convention, and to hold the place means the individual help of every representative.

Just before leaving the Convention, Mr. Heinz escorted us in a body to the platform, where a very appropriate introduction brought forth a hearty applause for our Company with a demand for and delivery of a few fitting remarks by our General Manager.

The Leaders in Varnish Sales.

 UR gain in Varnishes is most pleasing. Many representatives have more than doubled their sales. Those that have not will, as soon as climatic conditions permit.

Everything regarding the sale of Varnish is in our favor. Warehouses are heavily stocked with well aged goods. Quality and prices are right. All of the promoting work on plans outlined in the convention is ready to

fire at the right time. "So keep it going."

Following are the leaders in total Varnish sales for first, second and third money. As our reports show, it would be a gamble to come anywhere near picking the winners, many being so close to the top.

Central Division:

1st—L. J. Fasquelle.
2nd—E. S. Blanchard.

Western Division:

1st—Jos. F. Hommel.
2nd—W. W. Walton.
3rd—G. L. Hancock.

Eastern Division:

1st—E. E. Lewis.
2nd—H. T. Sheldon.

Canadian Division:

1st—Robt. Johnson.
2nd—W. S. Fallis.

New England Div'n:

1st—L. W. Barney.

Pacific Division:

1st—E. T. Parsons.

The leader in Varnish sales for the entire Trade Sales Department is Mr. Robert Johnson, with Mr. L. J. Fasquelle following, a close second.

In Kopal sales Mr. Fasquelle leads all other salesmen.

For other divisions the leaders are as follows:

Western Division:

W. W. Walton.

Eastern Division:

E. E. Lewis.

Canadian Division:

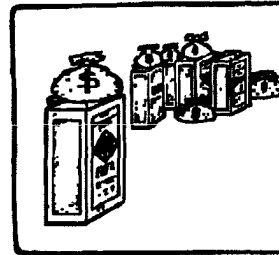
W. S. Fallis.

New England Div'n:

L. W. Barney.

Pacific Division:

Not in time for press.



BRUSH MARKS

Central Division Notes.

The shipping clerk has a much needed assistant in the person of Clarence H. Humiston, who has just recently commenced work.

Mr. Schafer is planning to take a long-delayed vacation, and, together with his family, will leave the latter part of the month for Southern California.

The C. & M. Department has again caught the spirit of "Expansion," and has added the last of "The Three Graces" to its office force. The young lady referred to is Miss Elizabeth L. Farhenbach. She will do the work in connection with the map system and also assist in a stenographic way.

We are much gratified to see the increased number of new agents over the figures for the same time last year. It certainly shows thorough and effective work on the part of our representatives and Promoting Department.

The laurels for the largest stock order in the Central Division must certainly be awarded to J. H. Vance, who has recently established a new agency in Erie with a stock order of 530 gallons of S. W. P., as well as a large stock of shelf goods.

Plans are under way for increasing the shipping floor space. For some time it has been evident that our facilities in this department were inadequate. We are confident the new arrangement will be a marked improvement.

Mr. Geo. A. Martin and Mr. Geo.

W. Ford left Cleveland on Jan. 11th for a ten days' trip to Newark, Boston and Montreal.

Western Division Notes.

We've resolved to get one of those Varnish prizes—the best one.

The KOPAL free distribution plan is taking well. It's rolling up KOPAL orders.

The printing and advertising room has been newly painted and the entire stock rearranged and systematized. Advance preparations have been made to care for advertising orders promptly and properly and the representatives have our assurance that we will be able to give them the best kind of an advertising service during 1902.

The new representatives have caught the spirit of the campaign and they are to be complimented on their good work. That they are thoroughly imbued with The S-W. spirit of enthusiasm, push and energy is well evidenced by their splendid Town Reports.

The improvement in the general writing of the Town Reports, the evident desire of all representatives to keep the P. D. wheels moving, and moving fast, and the splendid information they are giving us, is but a reflect of the enthusiastic P. D. convention session. Our boys are certainly doing their part and doing it well.

Mr. E. S. Donnelly, representative in Territory No. 57, using his own expression, made a "killing" with the

architects, contractors and builders in his territory last month. He has succeeded in getting the S-W. goods specified by nearly all of the architects in Dallas and Fort Worth, and for some big jobs too. He has also been successful in having our English Chrome Yellow adopted as the standard color for all the Pacific Express wagons and trucks in the state of Texas. He will undoubtedly also name the specifications for the Wells-Fargo Co.'s express wagons.

Mr. W. W. Walton, representative in Territory No. 46, has been "humping" things in his new territory. His first month's work includes a carload order for Colorado Springs, aggregating over 1104 gallons of S. W. P., 286 gallons of Varnish and a large shelf goods order. Mr. Walton, by the way, has been indisposed for some time, but latest advices indicate that he is on his feet again.

Mr. Parks was present at the last meeting of the Paint Club. The attendance was large and matters of much interest were discussed.

Mr. Thomas Madill received the congratulations of his friends on his appointment to the managership of the Western Division of the Railway Department. We look for magnificent results in the W. D. Railway Department under Mr. Madill's able management.

Mr. B. E. Borges addressed the Credit Men's Association, at their monthly banquet, Dec. 18th. He spoke on system in the office work. The talk was informal and was very well received.

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is well advanced at the present time. the prospects are bright for excellent business.

We congratulate Mr. Minetree on securing the first carload order in the Eastern Division this year. This carload will be shipped direct from our factory to Greensboro, N.C., consigned to the Wakefield Hardware Co., one of our most progressive Southern agents.

The latest work of the Promoting Department brings a letter accompanied by an order accepting the agency for S. W. P. on the part of Messrs. P. Meir & Co., Porto Cortez, Central America. Samples were sent to this point something like six months ago and since then our Promoting Department has been following up the matter with the usual success.

Mr. B. C. Kelson has been spending a few days at his home in Montreal, owing to ill health, and we are glad to report that he will soon be enjoying his usual good health.

Mr. L. R. Rogers was absent from Newark for a few days on a short trip to his home in Cleveland.

To the P. & A. Department equipment has been added a new press, which will be operated by electricity. This will increase the effective printing of our advertising orders and give our agents more attractive business cards than ever before.

A large degree of comfort has been secured for our stenographers and office force in the operating of a bus on a regular schedule at night to and from the East Ferry Street Car Line. The Company's action in adding to the

convenience and comfort of the staff is keenly appreciated on the part of each employee.

Mr. Homer E. Galloway, formerly Shipping Clerk at Cleveland, has taken up his duties as Stockkeeper. Mr. Galloway has been through a course of very thorough training in this splendidly managed Department at the home factory. The dispatch and accuracy surrounding the filling of our orders is our constant care, and we have reason to feel that the service will be improved in following out the plans which we have well under way in this Department.

It is with great regret that Mr. John W. Clark, who has been so pleasantly associated with the Eastern Division for such a long period of time, leaves the employ of our Company. Mr. Clark has the best wishes of each and all in entering into business with his brother. Mr. Clark originally was connected with the Cleveland Office, and during his long connection his loyal service has been characteristic of those employed by The S-W. Co.

Mr. A. E. Schafer, Manager of the C. & M. Department, had an opportunity of personally looking over the C. & M. work in the Eastern Division in December. Our plans for vigorously pushing the work in the C. & M. Department, and the advantages which the East affords for a large business among the manufacturing trade we hope will enable Mr. Schafer to spend more time in this Division in the future than has been possible heretofore.

Arrangements have been completed for the erection of a

building for storage as we are already crowded for room with our present facilities.

Toronto Depot Notes.

We were very much pleased to have a short visit from J. W. Ward. He was with us for about one week and a-half getting ready the 50 board signs that we will be putting up around the City about the 15th of March. They are painted with our Premier Non-Fading Red, and will be given a coat of Kopal Varnish about a week before they are put up. We appreciate the work Mr. Ward has done for us, and we are sure these boards will be a splendid advertisement for us and bring good results.

We have now received from Montreal a large surplus stock packed in cases, that we have stored to be used in the spring rush. We expect to be in better shape to fill orders promptly this spring than ever before.

The prospects are good for this year's business. From September 1st to December 1st, 1901, our sales doubled those of the corresponding months of 1900.

Pacific Division Notes.

Owing to the increased business in the Pacific Division, we have been obliged to have an extra office fitted out for the Promoting Department. Already the click of the machine and the size of the outgoing mail indicate to some extent, the benefit derived from the late convention.

The salesmen of this Division are all hard at work, and we are feeling the good results. All past records are being left in the dim and distant background, and from present indications even our splendid growth of

you is appreciated beyond measure, and of which I am proud, indeed.

It is a comfort to know that my dear brother was connected with so worthy a firm and that his efforts were so much appreciated.

I should deem it a pleasure to thank each one separately—but as that is impossible I thank you as a company for your kind remembrance and sympathy.

Yours very truly,
Mrs. Henry L. Smith,
Ravenna, O., Nov. 25, 1901.

Number of Employees.

The total number of employees in the Company on January 1st was 929. At the time of the last report, in September, there were 813, showing a gain of 114 in four months.

Mr. Madill's Appointment.

Mr. Thos. Madill has been appointed Manager Railway Sales Department, Western Division, with headquarters at Chicago.

We look for a large increase in Railway sales in the West from now on. Mr. Madill usually gets what he goes after.

Record of New S. W. P. Agents.

New agents are being landed with a rush and so far the record in this respect is highly encouraging.

Compared with this time last year and granting the early start we have had, great gains have been made. At this date last year the six leaders for S. W. P. agents represented a total of 34 new agents, while at this writing the six leaders represent a total of no less than 63 new agents.

Three of the leaders are tie, having to their credit 11 agents each. Two of them are in the Central Division.

Only one of last year's leaders at this date is on the present list of leaders. But the season is very young yet.

Let the good work go on. We can stand it. Expecting big business in 1902 we prepared for it and now our manufacturing facilities are in splendid shape and capable of coping successfully with the heaviest demands.

The record of those who lead in each Division is as follows:

Central Division.

L. J. Fasquelle, 11 new agents.

I. M. Benedict, 11 new agents.

Western Division.

John P. Greene, 11 new agents.

New England Division.

Ralph F. Ketchum, 10 new agents.

Eastern Division.

W. D. Peyton, 9 new agents.

Canadian Division.

J. J. Harkness, 6 new agents.

Pacific Division.

G. G. Mowat, 5 new agents.

Leaders in Floor Finish Sales.

On the 1st of January the following representatives led in the different Divisions in Floor Finish sales:

Canadian Division.

D. S. White.

Eastern Division.

H. T. Sheldon.

Pacific Division.

K. T. Parsons.

Central Division.

L. J. Fasquelle.

New England Division.

F. R. Hare.

Western Division.

Jno. W. Mackay.

Movements of the General Manager.

Mr. Cottingham spent the first two days of December at Kansas City, Mo. Other points visited by him in December were: Minneapolis, 3d and 4th; Chicago, 5th; at Cleveland, 6th and 7th; New York, 8th to 12th; Boston, 13th; Montreal, 14th to 16th; Toronto, 17th; at Cleveland, 18th to 29th; Chicago, 30th; January 3-4, Pittsburg.

Annual Inspection of Plants.

The President and General Manager have completed their inspection of all the Company's Plants, with the exception of the Pacific Division. Visits were made to Chicago, Pullman, Kansas City, New York, New-

ark, Mo.

They were pleased to inspect the expansive and progressive fully ca-

Town Reports from the P Talk Number T

BY JOHN COBAN.

The Agent.

Good information on each individual agency is very necessary. There are many questions that arise daily that could be more promptly and more wisely decided were the office in possession of certain essential facts.

It is just as important for the office as it is for the representative to know the characteristics of each agent, and the opportunity his locality presents for S. W. P. sales. Conditions vary: one agent may sell but one hundred gallons of S. W. P. and yet he may have worked as hard and be deserving of just as much credit as the agent who sold five hundred gallons—his territory may not be so productive, his field not so large. All of which it is essential for us to know.

Best service can be rendered to the agent and to the representative only when we thoroughly understand the requirements of each agency and know just the kind of a man the agent is. So when a call is made on an agent, do not content yourself with writing, "Sold: good man." that does not mean anything. Tell whether or not he is an advertiser: advise if our advertising is rightly used: let us know if S. W. P. is handled exclusively or if attention is given to other paints as well; tell us something about his locality, whether it is good, fair, or poor—we are in-

terested.

It is length of time, exclusive advertising right, the story a little.

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As was illustrated at the convention the P. D. system is now very elaborate. We are in a position to work with you in the most productive manner if but given the chance, and the way to get the most good out of the P. D. is to have your town reports complete in every detail.

Send Reports in Promptly.

We want to write all your promoting letters and to give your requests prompt attention and you want us to

do so, too. But we can't if you don't send in your town reports promptly.

You cannot imagine what delay in mailing town reports means to the P. D. Delay swamps us. It does more than that—it upsets all our calculations. Unless town reports are mailed regularly every day we cannot do full justice to each territory.

Names should be so plainly written that all possibility of error on our part would be obviated.

The Trade Sales Situation.

BY GEO. A. MARTIN.



HE representatives are requested to note carefully the sales and comparisons with last year on their monthly reports.

While most all of the items will show an increase in each territory on the comparative sales, some are not keeping up to the estimate which has been set. To those who find themselves behind or not showing good gains we urge that you give careful thought and attention to pushing the weaker items to the front, or else that you render to your Division Manager a report covering suggestions for promoting the line or reasons for your inability to increase the same, so that plans can be worked out to that end.

Central Division—The following items need special attention: I. F. P., C. P., Floorlac, B. P., Stains and Enamels, Leads and Zincs, and special attention to Q. D. and 1st Q.

Western Division—The following items need special attention: I. F. P., B. P., Stains and Enamel, F. P. Q. D. and 1st Q. Thanks to all on the Varnish sales—only a very few shy.

Eastern Division—The following items need special attention: I. F. P., B. P., Stains and Enamels, 1st Q., Q. D., A & H Ochre and V. R. demand immediate attention. W. & I. P., F. P., Liquid Fillers, Varnishes, Leads and Zinc.

Canadian Division—The following items need special attention: I. F. P., Floorlac, 1st Q., Varnish, O. & V. R.

New England Division—The following items need special attention: P. F. P., I. F. P., Floorlac and Q. D. want immediate attention. Floorwax, Liquid Fillers, Varnish, 1st Q. A & H O. and V. R., Leads and Zincs.

Pacific Division—The following items need special attention: S. I. C., Porch Floor Paint, Floorlac, and Floorwax, F. P., Q. D., Leads and Zincs.

The season is now on in full and the necessity of covering the territory promptly, demands careful planning and much thought so that all lines in your list may be presented fully to your agents. So don't forget the specialties.